

299 - INTEGRATED WASTE MGMT DEPT ENTERPRISE

Operational Summary

Mission:

To meet the solid waste disposal needs of Orange County through efficient operations, sound environmental practices, strategic planning, innovation and technology.

Strategic Goals:

- Implement environmentally sound landfill operation practices that maximize capacity and accommodate in-County and imported waste.
- Develop and retain a productive and effective workforce.
- Manage Department finances to sustain the long-term viability of the Enterprise Fund.
- Develop, maintain and implement strategies/options to meet Orange County's long-range waste disposal needs.
- Administer and monitor unincorporated area waste collection services to ensure compliance with franchise agreements.

Key Outcome Measures:

Performance Measure	FY 2000-2001 Results	FY 2001-2002 Target	How are we doing?
MAINTAIN A MINIMUM OF 3.5:1 REFUSE TO COVER RATIO AT THE LANDFILLS. What: Measures the effectiveness of the Department's efforts in maximizing landfill capacity. Why: Landfill capacity is a finite resource that is costly to replace.	The current cover material ratio range is 3:1 to 4:1 for all three landfills.	The Department will continue to incorporate alternative daily cover in order to maximize its refuse to soil ratio.	The Department is maintaining a 3.5:1 cover ratio at all landfills.
MAXIMIZE FINANCIAL AND OPERATIONAL EFFORTS TO MAINTAIN IN-COUNTY CONTRACTED GATE FEE AT \$22 PER TON. What: Measures effectiveness of operations in maintaining a stable waste flow and competitive gate fees. Why: A competitive gate fee is essential to ensuring a predictable waste stream and revenue base.	Two significant Waste Disposal Agreements have been extended to 2015 providing additional waste flow and financial stability.	The Department's target is to secure extension of a majority of Waste Disposal Agreements during 2002.	The Department has successfully maintained a gate fee of \$22 per ton since 1997.
MAXIMIZE IMPORTATION REVENUE TRANSFER TO THE GENERAL FUND WITH A MINIMUM OF \$12 MILLION IN 2001. What: Measures the effectiveness of our marketing efforts and management of operating expenditures. Why: Imported waste revenue provides support for bankruptcy related obligations.	Current trend indicates that the \$12 million goal will be exceeded.	The Department target for 2002 is to provide the maximum transfer of funds in support of bankruptcy obligations.	Two major importation contracts have already been renewed.
OPTIMIZE LANDFILL DESIGN PRACTICES TO MAXIMIZE DISPOSAL CAPACITY. What: Analysis of master plans, phasing plans and design assumptions. Why: Optimization of design practices is essential to efficient landfill capacity utilization.	Optimization of design practices has lead to rephasing of design features and expanded capacity at both the FRB and Olinda Alpha landfills.	The Department target is to continue to optimize landfill design and construction features to expand landfill capacity.	Design optimization has reduced cover material costs and increased landfill useful life.

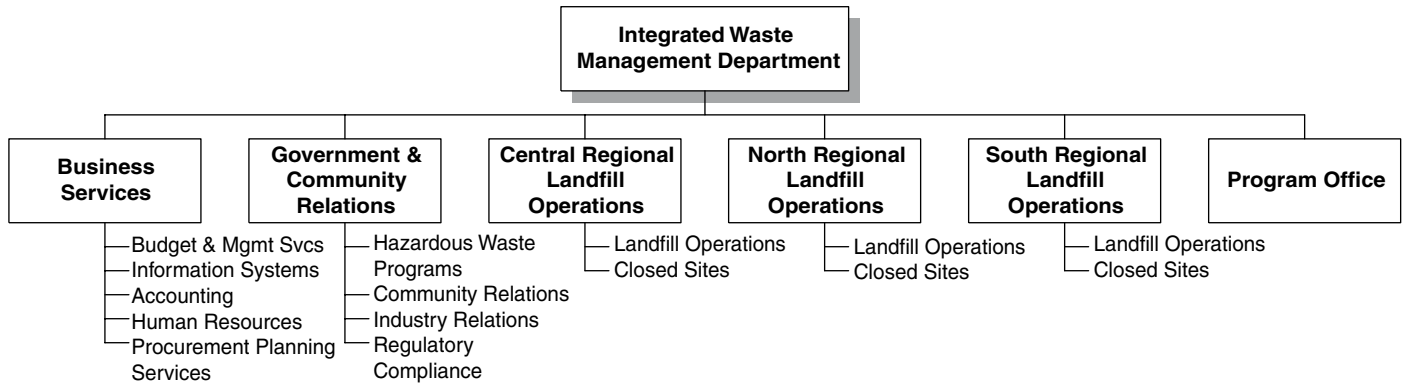
At a Glance:

Total FY 2000-2001 Actual Expenditure + Encumbrance:	80,864,830
Total Final FY 2001-2002 Budget:	266,735,922
Percent of County General Fund:	N/A
Total Employees:	239.00

Fiscal Year 2000-01 Key Project Accomplishments:

- The Department received the Solid Waste Association of North America (SWANA) Gold Award for Excellence in Planning and Financial Management.
- The Department successfully delineated long range solid waste disposal options in conjunction with Orange County Cities.

Organizational Summary



BUSINESS SERVICES - Conducts Department accounting, budget, finance, and procurement activities; implements and maintains Department information systems; manages human resources needs of the Department; and provides various general support services.

GOVT & COMMUNITY RELATIONS - Oversees regulatory compliance issues; administers Waste Disposal Agreements; manages contracts for solid waste services in the unincorporated areas; responds to customer issues; conducts community and media relations, marketing and outreach activities; coordinates the operations of regional Household Hazardous Waste Collection Centers; and coordinates with the cities in the administration of the County Integrated Waste Management Plan.

CENTRAL REGIONAL LANDFILL OPS - Operates and manages daily activities at the Frank R. Bowerman Landfill which accepts and disposes of residential, commercial and industrial non-hazardous waste; manages and maintains five closed landfill sites.

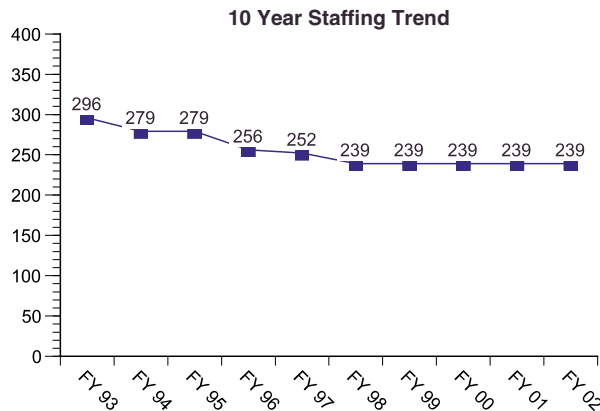
NORTH REGIONAL LANDFILL OPS - Operates and manages daily activities at the Olinda Alpha Landfill which accepts and disposes of residential, commercial and industrial non-hazardous waste; manages and maintains ten closed landfill sites.

SOUTH REGIONAL LANDFILL - Operates and manages daily activities at the Prima Deshecha Landfill which accepts and disposes of residential, commercial and industrial non-hazardous waste; manages and maintains five closed landfill sites.

PROGRAM OFFICE - Facilitates long-range planning; identifies, analyzes and manages liability matters related to IWMD solid waste operations; develops strategies for resolving legal issues; conducts negotiations with developers, municipalities and property owners.

IWMD DIRECTOR - Directs the administrative management activities of the Department to accomplish Agency goals and strategic priorities.

Ten Year Staffing Trend:



Ten Year Staffing Trend Highlights:

- Staffing trend illustrates the success the Department has had in streamlining operations to reduce costs, maximize efficiency, and better serve our customers.

Budget Summary

Plan for Support of the County's Strategic Priorities:

The Department will continue to market available landfill capacity for importation of waste and transfer net importation revenue to the General Fund for bankruptcy related obligations.

Changes Included in the Base Budget:

The Department's Fiscal Year 2001/02 budget of \$266,735,922 increased by \$169,292,610 from prior fiscal year. This increase reflects accounting methodology changes requiring the inclusion of retained earnings in a formal reserve and revenues previously not budgeted.

The base budget reflects an increase in appropriations for equipment as a result of the Department's Long-Term Heavy Equipment Study finding that supported purchasing of equipment over leasing.

Final Budget and History:

Sources and Uses	FY 1999-2000 Actual Exp/Rev ⁽¹⁾	FY 2000-2001 Final Budget	FY 2000-2001 Actual Exp/Rev ⁽¹⁾	FY 2001-2002 Final Budget	Change from FY 2000-2001 Actual	
					Amount	Percent
Total Positions	N/A	239	N/A	239	239	0
Total Revenues	92,994,344	93,463,716	92,724,145	94,837,995	2,113,850	2
Total Requirements	77,672,848	97,443,310	73,787,650	266,735,922	192,948,272	261
FBA	121,472,681	3,979,594	147,096,750	171,897,927	24,801,177	17

(1) Amounts include prior year expenditures and exclude current year encumbrances. Therefore, the totals listed above may not match Total FY 2000-01 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: INTEGRATED WASTE MGMT DEPT ENTERPRISE in the Appendix on page 504.

Budget Units Under Agency Control

No.	Agency Name	BUSINESS SERVICES	GOVT & COMMUNITY RELATIONS	CENTRAL REGIONAL LANDFILL OPS	NORTH REGIONAL LANDFILL OPS	SOUTH REGIONAL LANDFILL	PROGRAM OFFICE	IWMD DIRECTOR	TOTAL
285	IWMD BANKRUPTCY RECOVERY PLAN	18,810,965	0	0	0	0	0	0	18,810,965
299	INTEGRATED WASTE MGMT DEPT ENTERPRISE	183,896,643	18,649,146	24,255,108	15,217,564	23,023,043	1,486,734	207,684	266,735,922
	Total	202,707,608	18,649,146	24,255,108	15,217,564	23,023,043	1,486,734	207,684	285,546,887